

# Strategy Model of our University

The strategy model of our university describes a holistic view of the future of THGA. It entails the three areas research, teaching and Third Mission and visualises those in nine fields of a business model canvas.



What does the business model of THGA look like? This question has been raised time and again by many people involved in devising the university's development plan.

Therefore, the presidential board chose an innovative approach to obtain a common understanding of how THGA creates value propositions. This approach looked at studying and teaching, research and knowledge transfer.



THGA is a university that follows values (see "Our Mission Statement," p. 74). Thus, generating shared values (cf. Porter/Kramer 2011) is our paramount purpose and not just an add-on to our statutory mandate. This strategy model thus uses the term "university model" and not "business model" to underline the importance of our shared values.



The method on which the approach is based is the Business Model Canvas (BMC) (Osterwalder/Pigneur 2020; Strategyzer AG 2020). The questions that Osterwalder and Pigneur raised concerning the business model elements were adapted to the university context. Then, these questions were discussed separately for the core competencies studying and teaching, research and knowledge transfer; after that, they were compiled to devise a future model for our university. Simultaneously, they were also aligned with our mission and the objectives of the University Development Plan HEP2028. By doing so, we create an integrated university model for THGA 2028.

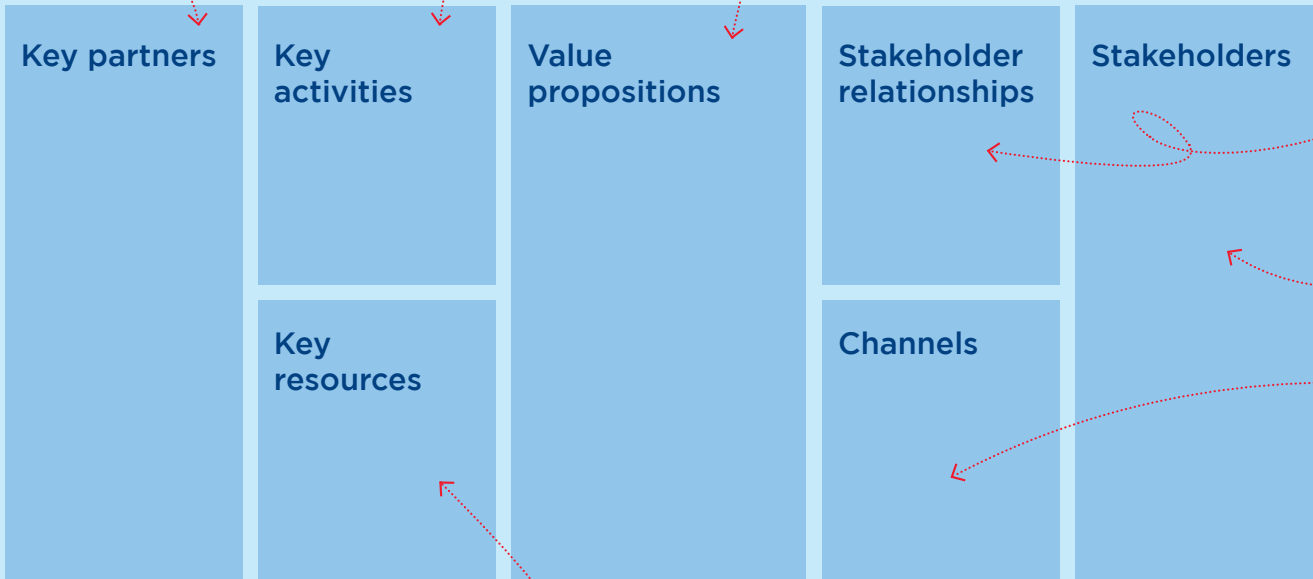
The nine viewpoints of the canvas resulted in the following questions concerning THGA.

# The questions

**Key partners:**  
Which partners does THGA need in the future? Which are the most important partners that can help THGA to render its services offered by 2028?

**Key activities:**  
What key activities do we need to fulfil the added value or our promise of performance?

**Value propositions:**  
What is our added value/ promise of performance to our stakeholders in the future? What do we offer to help them reach their goals?



**Cost structure**

**Revenue streams**

**Cost structure:**  
What are the most critical cost factors linked to the architecture of value creation in our organisation? Which cost structure results from those?

**Key resources:**  
What key resources / means are required to render the services offered by THGA?

**Revenue streams:**  
How much do the individual revenue streams contribute to the university's overall funding? Do we need to generate new revenue streams?



**Stakeholder relationships:**

What should the relationships to our stakeholders look like in our future university?

**Stakeholders:**

Who does THGA want to offer services to in 2028?  
Who do we want to develop added value for in the future?

**Channels:**

Which channels will we use to address our target groups in 2028?

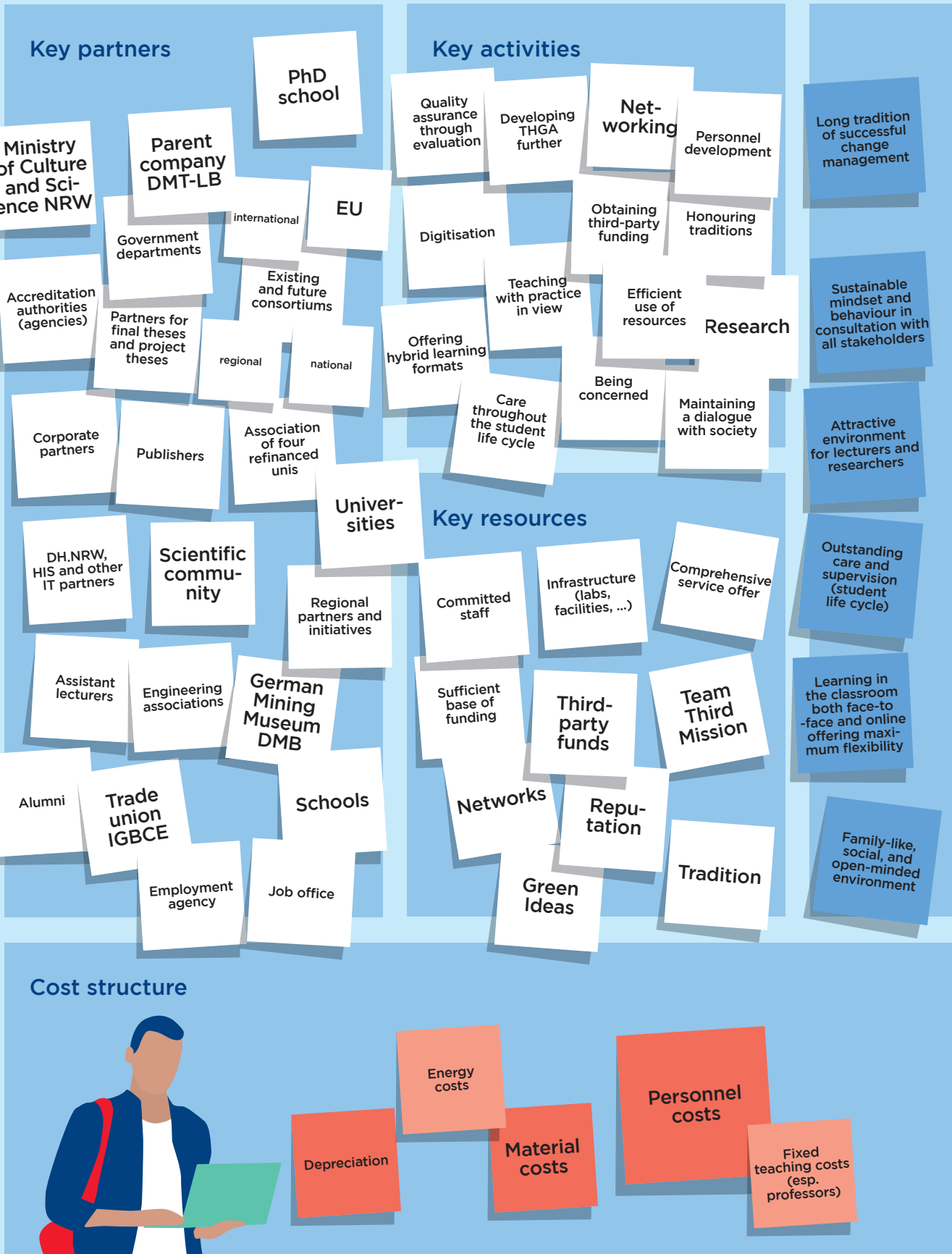
**Which added value is generated by universities?**

The core component of the university model is the value propositions as shown in the nine-field model on pages 32 and 33. The right side of the canvas (stakeholders, stakeholder relationships, channels) illustrates how these values are created; on the left side, however, we can see which factors THGA needs to implement these values (e.g., key partners, key activities, and key resources). This design-oriented method helps to visualise which value propositions are created by THGA and which key factors are important in doing so. Additionally, it becomes clear which aspects require action.

At the centre of our university model is our motto “Engineering for a better world.” The values offered, i.e., those we already fulfil today and those which are to be developed, enable THGA to contribute to a sustainable world worth living in.

The explanations of the individual action fields of HEP2028 illustrate the objectives and measures needed to generate value propositions. The university model presented here, however, should not be understood as a fixed result; instead, it is part of a continuous process. Shared values can only be aligned in an exchange between the parties involved, an exchange that focuses on understanding and integrates values. To achieve that, we aim to find the appropriate formats at THGA, formats that will guide this continuous and agile process in consultation with our stakeholders.

# Aggregate complete model of THGA (the university)



Note: The font size does not indicate the importance of the individual post-it note.

# Engineering for a better world

## Revenue streams

Future-focused solutions based on state-of-the-art science

**Social climbing through education**

Solving technical issues by applying scientific insights to practical matters

Provide highly qualified graduates of excellent employability to meet the future demand of engineers

Role model in teaching and research concerning our core competencies

Individual support of future scientists

Excellent research that focuses on applicability and sustainability

Making stakeholders visible through exceptional research

Transfer of innovative knowledge for the benefit of society and industry

International networking to strengthen Germany as a research hub

Trans-disciplinary research, e.g. in post-mining

Supporting the socio-political change in the Ruhr area

Our dialog with stakeholders is trustful, scientifically proven and unbiased

Developing democracy with the help of education

## Revenue streams

Basic funding

Refinancing agreement

**Federal state NRW**

Future agreement to boost studying and teaching

Study fees (OSM programme)

Research Centre of Post-Mining

**RAG Foundation**

Teaching

Third-party funding

Research

## Stakeholder relationships

Excellent didactics, solid technical advice

Open-mindedness and humanness

A trustworthy and reliable partner

**Develop and demand more**

Direct personal contacts

Good cooperation

Intercultural competence

Involvement and co-determination

## Channels

Social media

The Web

Networks

Press

Word-of-mouth advertising

Print publications

THGA members

Targeted search for co-operations

Personal contacts

## Stakeholders

Full-time students

**Students: Bachelor/Master**

Part-time students

Parents, pupils

Society

Alumni

Potential students

Industry and associations

Scientific community

Students who need more support

Employees

Sponsor RAG Foundation

Technically interested and/or trained people

People interested in sustainability

Ministry of Culture and Science NRW

International students

People interested and active in socio-political matters

Authorities

Refugees

Local and regional institutions

Trade union IGBCE

